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OCD

27 August 1951

MEMORANDUM FOR: Director of Training

FROM: Assistant Director, Collection & Dissemination

SUBJECT: Career Corps Program

1. Your 7 August paper has been read and commented upon by 10 senior people of this Office, representing all Divisions of OCD. All express great satisfaction that serious attention is being given to the long term problem, and all have asked that their appreciation be made known to the Training Staff.

2. Comments by the 10 individuals show a remarkable degree of unanimity, and I believe they are constructive. Those most deserving of consideration appear to me to be the following:

lc 1A | 3. "Elite Corps". My people believe there are great dangers inherent in this concept. They point out that:

High morale in the rank and file of the Agency is as important, perhaps more important, than high morale among the elite of the Agency. The "Elite Corps" concept would doubtless raise the prestige and morale of the Chiefs and the fair-haired boys, but it would be destructive of the prestige and morale of the Indians and forgotten men.

By the nature of things, it is the latter whose morale most needs to be fostered. \* The Chiefs have higher salaries, greater responsibilities, and tangible prestige in the form of better office furnishings and the like. Their morale can take care of itself. But the Indians, who do the day to day work, have no such tangible buttresses for good morale, and without buttresses of some sort real esprit de corps can scarcely be hoped for. \*

"Too many Chiefs and not enough Indians" was the legend on a cartoon which not long ago could be seen on the walls of 3 out of 5 rooms in the M Building. One talented Indian (who has since left the Agency) produced the hymn of lament which I append hereto as Exhibit A.

At the present time we are beginning to have a leavening of people in the lower pay-grades who do very genuinely feel pride in the fact that they work for CIA,

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1c No!

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doubtless be better than no systematic evaluation at all. I have instructed Messrs. [ ] to draw up and put into experimental use, within the Library, the best system they can devise. If it works to their satisfaction, then, after a few months experience with it, I shall extend it to other Divisions of OCD. Perhaps this experimental approach will be of some usefulness to other Offices and Staffs of the Agency.

(6)

6. I enclose herewith, as Exhibit B, those comments which came to me from my staff in writing.

[ ]

FOIAB3B

James M. Andrews

Encls.

LOGOS

In the beginning was the word,  
The directive, the order, the regulation,  
The memo, the circular,  
(Oh Medes, oh Persians)  
From the Chiefs, from the Directors.

The buck-sheets, the numbers, the symbols,  
The classification clearly stamped,  
For information, for action, for retention,  
The pages stencilled and dittoed,  
The carbons and the carbon copies,  
Inscribed by the typists a hundredfold.

And the word was with the P-8s, and the  
word was the P-8s,  
Enthroned on the scientifically constructed chair,  
Agreeably tilted,  
The secretary upon the right hand,  
The desk carefully aligned on the bias,  
The carpet flush with the wall.

And the word was made print,  
Effective of this date, described therein,  
In compliance with the Standard Form,  
Revised in accordance with Section II, para 3,  
Distributed in triplicate  
By the safe hand of messengers,  
Nubian Mercuries, vouchsafed by Security, in-  
vestigated, underpaid,  
To the in-boxes, from the out-boxes.

Tell me what  
Is in your box?  
Stones, bones,  
Sticks, rocks.

In the beginning, so it is now, and ever shall be,  
Stones, bones, sticks, rocks,  
Word without end,  
From the Directors,  
From the Chiefs,  
Everlasting.

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Next 10 Page(s) In Document Exempt

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